

STATE TAX COMMISSION
STRATEGIC PLAN FY 2005-2008

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Introduction

The Tax Commission's strategic planning process began in 1994; the first planning document was issued a year later. The agency's strategic plan has since been modified to create a better guide for Tax Commission employees as well as a more user-friendly document for the public.

This strategic plan represents the goals and strategies of the Tax Commission for fiscal years 2005-2008. The entire Tax Commission staff will use this planning document as a tool to focus on our common goals and enable us to reach them.

Also, we will conduct an annual performance review to measure progress toward our goals. This review will be summarized in our Annual Report.

Values

Values are the principles of conduct that guide our interactions with coworkers, stakeholders, and customers. Values clarify what's important in our organization and serve as a baseline for decision-making every day. The Tax Commission embraces the following organizational values:

Accountability: Accept responsibility for your job, see what needs to be done, and step forward to do it.

Empathy: Recognize differences in people, be considerate, and help them through their daily struggles.

Enjoyment/Fun: Find daily opportunities to connect with people, have fun, and share a positive attitude.

Excellence: Do the very best you can and continually seek opportunities to improve.

Flexibility: Be open to new ideas and willing to adapt to new or unexpected circumstances.

Integrity: Be forthright, honest, and ethical in your personal and professional dealings with others.

Respect: Treat others with dignity and recognize and accept their diversity, actions, and ideas.

Service: Maintain a customer service orientation with coworkers and the public.

Teamwork: Step up to do your part, communicate openly with others, and work toward common goals.

Mission

To provide courteous, quality services and to administer the state's tax laws in a fair, timely, and cost-effective manner to benefit Idaho and its citizens.

Vision

The Tax Commission will be the leading state agency inspiring public confidence in service delivery excellence, thorough and impartial analysis, professional conduct, and fairness in business activity.

To make this vision a reality, we will:

1. Promote voluntary compliance

- Employees contribute to voluntary compliance in their daily contact with taxpayers by being responsive, courteous, and respectful.
- Employees should identify problematic rules and laws and communicate them to management so our executive and legislative branches can consider changes.
- Sharing our technical knowledge with each other and the taxpayers we come into contact with, as well as offering more ways for Idaho's citizens to comply, will bring taxpayers into the system.

2. Make it easy for the public to understand Idaho taxes

- Employees are expected to make suggestions to ensure all tax returns, instructions, publications, and web-based information are as simple and clear as possible.
- Employees should identify problem areas that will allow the Commission to focus training and outreach on the most critical needs.

3. Make the best use of Tax Commission resources

- Each work unit should periodically review and evaluate its operations to avoid duplication, wasted time, and effort.
- Employees are encouraged to:
 - Consider how their actions impact others in the agency;
 - Communicate changes;
 - Be flexible and adaptable in the workplace; and
 - Use technology wisely; be sure the process is best served by automation.
- Employees have a responsibility to seek growth opportunities, foster teamwork, share their acquired skills and ideas, and treat one another with respect.

4. Make our tax administration equitable

- If taxpayers fail to comply, employees will work with them to bring them into compliance.
- Employees will interpret and apply tax laws and rules consistently.
- Employees will pursue issues and produce timely, accurate results.
- Employees will treat all taxpayers in an impartial and fair manner.

Key External Factors

- Population growth and demographic changes that impact revenue, our employee base and Idaho's changing economy.
- Keeping business processes updated with the pace of technological change, and the cost of making those process and technology changes.
- Increasing complexity of administrative procedures resulting from the mandates of other agencies, court decisions, or legislation.
- A world with increasing risks such as terrorism, computer viruses, identity theft, computer fraud and responding with an increased security environment, as evidenced by the Sarbanes/Oxley Act.
- Changes in federal tax legislation that would have extensive effects on state tax statutes.
- The "New Economy" – more global than local – challenges our traditional tax structure.

Strategic Plan

Goal Number One

Promote voluntary compliance with tax laws and improve enforcement efforts.

Strategies

1. Continually improve services by:
 - Developing customer feedback methods, then acting on information received;
 - Developing and providing education, training, and certification programs that meet the needs of our stakeholders;
 - Expanding traditional work hours with “after-hours” self-service capabilities using technologies like the Internet;
 - Consulting with stakeholders to identify their needs for financial and statistical information and reports and providing the necessary data to compile them; and
 - Analyzing business processes, sources, procurement procedures and technologies, with the goal of selecting the most efficient and cost effective option available.
2. Improve customer education and outreach by:
 - Developing a centralized outreach program to coordinate agency education efforts for taxpayers and other stakeholders;
 - Simplifying and clarifying forms, procedures, and processes;
 - Improving taxpayer access to state tax assistance and other government agency registration requirements; and
 - Providing the same services on the Tax Commission’s Web site that are available to taxpayers visiting any of the agency’s offices.
3. Promote voluntary compliance with tax laws by:
 - Implementing educational audit/compliance reviews.
4. Improve audit, enforcement and investigation processes by:
 - Increasing use of technology to improve enforcement efforts;
 - Making best use of resources to permit greater analysis of nonfiler information, with appropriate follow-up response; and
 - Expanding nonresident enforcement through audit/nexus investigations.

Goal Number Two

Maximize efficient use of resources and promote fiscally responsible partnerships with stakeholders (owners).

Strategies

1. Increase the percentage of data exchanged, processed, managed, and made available electronically to taxpayers, staff, and stakeholders by:
 - Expanding electronic data and image capture, storage, and retrieval technologies;
 - Improving electronic commerce capabilities such as electronic tax filing, electronic mail, electronic payments;
 - Providing taxpayers with secure electronic access to their own tax data on agency systems;
 - Adding data analysis tools for customers and employees; and
 - Expanding secure internal and external data exchange with customers and employees.
2. Provide a flexible and responsive information technology infrastructure by:
 - Updating and maintaining the agency's core IT infrastructure as represented by the OSI (Open Systems Interconnect) model;
 - Securing computer and network capabilities, and ensuring privacy;
 - Increasing the agency's business continuity and disaster recovery capabilities;
 - Expanding the Geographical Information System in cooperation with local, state, and federal agencies to maximize available resources to comply with federal standards;
 - Expanding database applications with (GenTax) enhancements for all divisions, depending on funding availability; and
 - Adopting appropriate standards and developing quality assurance processes.
3. Exercise security and confidentiality of information by:
 - Developing awareness and training programs to educate all employees on the objectives of internal controls and related security policies;
 - Continuing to improve the agency's internal controls through the use of an Internal Control Team to evaluate risk and develop plans of action to mitigate it;
 - Reviewing each program's procedural documentation to make sure it is current; and
 - Developing a self-assessment audit program with input from legislative auditors to monitor various departments' compliance with policies, procedures, regulations, and laws.

Goal Number Three

Support an environment that promotes a workforce that is both encouraged and empowered.

Strategies

1. Develop a capable workforce that is both empowered and encouraged by:
 - Providing timely agency training that meets the needs and enhances the skills of agency staff; and
 - Improving the skills of our managers and supervisors using a variety of proven training and intervention methods.
2. Improve morale and productivity of agency staff through efforts to enhance their safety and security by:
 - Providing training to improve safety/security;
 - Monitoring safety/security needs and supplying needed equipment; and
 - Providing training to HR staff, supervisors, and managers on Violence in the Workplace.
3. Improve staff/management relations by:
 - Training staff and management in areas such as interpersonal communication, problem solving, team skill, etc.; and
 - Improving our ability to share information both electronically and interpersonally.
4. Develop an Agency Workforce Plan by:
 - Assessing present and future staffing needs;
 - Creating a succession plan that provides a development path for employees for future promotional opportunities;
 - Developing a knowledge transfer system;
 - Developing a recruitment plan to reach out and attract the best candidates;
 - Promoting retention through practices that provide a healthy, satisfying work environment; and
 - Tracking and assessing employee attrition.